

ADMINISTRATIVE - INTERNAL USE ONLY

DA 88-2325

4 JAN 1989



MEMORANDUM FOR: Director of Communications
Director of Financial Management
Director of Information Technology
✓ Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training and Education

FROM: R. M. Huffstutler
Deputy Director for Administration

SUBJECT: Directorate Grievance Procedures

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1. In August 1988 the Chief/Career Management Staff (C/CMS), the Directorate's Senior Training Officer (STO), and grievance officers from the Office of Communications (OC), Office of Financial Management (OFM), Office of Training and Education (OTE), and the Office of Personnel (OP) attended the Office of Personnel Management's Grievance Procedures Course. After the course, C/CMS asked the STO to chair a committee to look into directorate grievance procedures, selection and training of grievance officers, and recommendations to the Inspector General as to how the Agency grievance regulation might be changed. The committee consisted of [redacted] OTE; [redacted] OC; [redacted] OP; and [redacted] the STO. The committee met with [redacted] in August to make recommendations with regard to the regulation, and met in October with the other DA Grievance Officers to discuss its recommendations in the other three areas.

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2. Attached you will find the committee's recommendations for codifying the Directorate's grievance process, and for training and selection of grievance officers. Please pass any comments you have on to [redacted]

[redacted]

R. M. Huffstutler

Attachments:
As Stated

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Directorate of Administration
Selection and Training of Grievance Officers

SELECTION

The person selected to serve as a component grievance officer should be of sufficient experience (at least five years) and grade (GS-13 or above) that he/she knows the office and its functions well, feels comfortable handling difficult situations, and dealing with senior officials.

The grievance officer should have direct access to the Office Director and his senior staff.

Offices should appoint both a grievance officer and an alternate. Wherever possible, the alternate should succeed the grievance officer when that person finishes the assignment. An alternate will provide backup to the grievance officer if necessary, and will take the training required of new grievance officers.

TRAINING

All new grievance officers will take the Counselling Skills for Managers Course, and the Directorate Grievance Course.

The Directorate Grievance Course will be approximately a day and will contain the following:

Overview of Agency Administrative Grievance System (OPM Regulations)
[] Agency Grievance Regulation
EEO Complaints
What Issues Can be Raised Through the Grievance Procedure?
Directorate Grievance Procedures
Role of the Inspector General
Case Studies (to be developed in consultation with the IG)

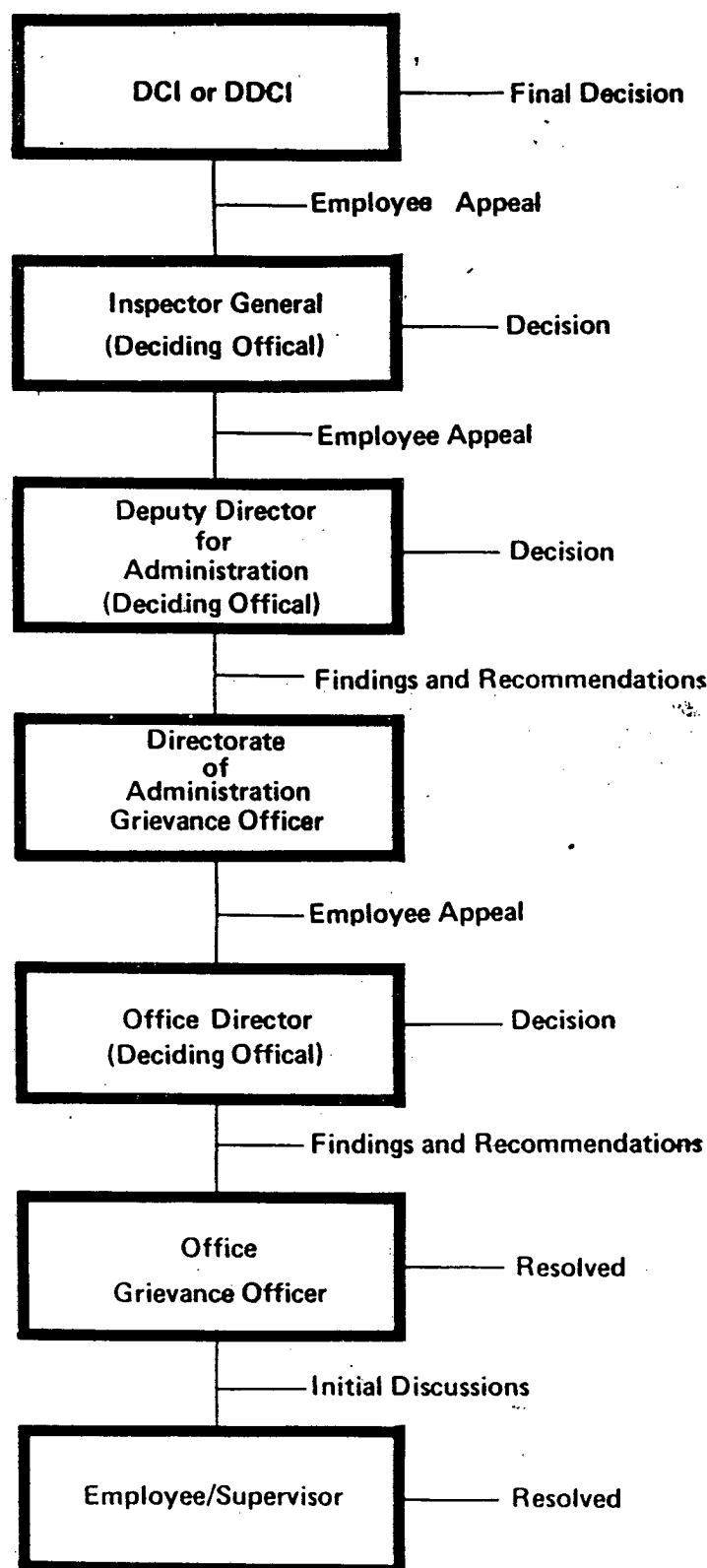
We recommend that Component Grievance Officers take the following courses:

Gender Dynamics
Urban Awareness
EEO for Managers
Negotiating Skills for Managers
Managing Difficult People
Agency Administrative Grievance System

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DIRECTORATE OF ADMINISTRATION

GRIEVANCE PROCESS



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DIRECTORATE OF ADMINISTRATION
GRIEVANCE PROCESS

Level One

Potential grievances can often be rectified at the first level of supervision within an employee's component. Employees are encouraged to engage in candid dialogue with their immediate supervisor regarding complaints or grievances. If the situation cannot be dealt with effectively at this level, or if the employee's immediate supervisor is directly involved in the grievance, the employee should seek the assistance of the Office Grievance Officer (OGO).

Level Two

An employee can seek the assistance of the OGO without registering a formal grievance. In some cases, initial discussions with the OGO can lead to a satisfactory resolution of the matter that is of concern to the employee. It may be that there is confusion or misinterpretation regarding regulations, or that the employee's concerns can be effectively addressed through normal channels within the Office.

If the employee decides to make the grievance a matter of record, the OGO will request that the employee provide a written and detailed description of the circumstances of the grievance and the personal relief that is being sought. It is the responsibility of the OGO to investigate the situation fully and provide the Office Director with the details of the case. The OGO will also make recommendations to the Office Director based on the facts obtained in the investigation of the grievance.

Level Three

The Office Director will review the grievance case and make a decision. This decision may or may not correspond to the recommendations of the OGO. If the employee accepts the decision of the Office Director, the case is resolved. If the employee does not accept the Office Director's decision, he or she has the right to appeal the case to the Deputy Director for Administration (DDA).

Level Four

The Directorate Grievance Officer (DGO) will review grievance cases that are appealed to the DDA. The DGO determines the extent of any additional investigation into the case prior to making a report, including recommendations, to the DDA.